

THE EFFECT OF LEADERSHIP STYLE, WORK MOTIVATION, WORK DISCIPLINE, COMPETENCE AND WORK ENVIRONMENT ON POLICE PERSONNEL PERFORMANCE

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Abstract

The purpose of this study was to analyze the influence of leadership style on personnel performance, the influence of work motivation on personnel performance, the influence of work discipline on personnel performance, the influence of competence on personnel performance, and to analyze the influence of leadership style, work motivation, work discipline, competence, and work environment simultaneously on personnel performance. The population of this study was Police personnel at the Directorate of General Crimes of the Riau Islands Police, totaling 292 people. The sample consisted of 168 respondents. The sampling technique used simple random sampling, with the Slovin formula. Data analysis used multiple regression and hypothesis testing using SPSS. The results of this study are: leadership style has a positive and significant effect on personnel performance, work motivation has a positive and significant effect on personnel performance, work discipline has a positive and significant effect on personnel performance, competence has a positive and significant effect on personnel performance, and leadership style, work motivation, work discipline, competence, and work environment simultaneously have a positive and significant effect on personnel performance.

Keywords: Leadership Style, Work Motivation, Work Discipline, Competence, Work Environment, Personnel Performance

INTRODUCTION

Human resources are one of the important elements of an institution or organization or company and have a very important role in activities in the unit or organization or company. Human resources in an organization are formed into a system called Human Resource Management, which is defined as one of the areas of general management that includes aspects of planning, organizing, implementing, and controlling. Quality human resources in an institution or company are one of the important aspects that can encourage institutions or companies to advance and continue to develop amidst increasingly tight competition. Superior or professional human resources who have competence in their fields are very much needed to support the sustainability of the goals or targets set by an organization. work discipline is a person's ability to work regularly, diligently continuously and work in accordance with applicable regulations without violating the rules that have been set. Another opinion was also expressed by Rumondor (2013) who stated that work discipline is defined

as a condition that is created and formed through a process of a series of behaviors that demonstrate the values of obedience, compliance, loyalty, and order. The dimensions of work discipline used in this study refer to the opinion of Novitasari (2014) who stated that the dimensions of work discipline.

The future duties of the Riau Islands Police Criminal Investigation Directorate are still faced with many demands and expectations from the public regarding the implementation of the duties and performance of the Police, which until now have not been fully fulfilled. The public demands and expects the Police to be able to realize: (1) a professional, independent, transparent, fair, humanistic but firm, moral, modern and free from corruption, collusion and nepotism in providing police services; (2) deploying the Police force to the borders in order to anticipate the threshold of disturbances in the midst of society so that its existence can provide a sense of security, peace and comfort; (3) enforcing the law professionally, proportionally, firmly, honestly, fairly and thoroughly against real disturbances and realizing transparency in the Criminal Investigation process; (4) increasing the intelligence function that is able to detect, anticipate and prevent any potential disturbances to public order and security.

In the development of the national strategic environment, it can be seen from the factors of political, economic, social, cultural and security which are always moving dynamically and always changing, including issues of human rights and freedom of democracy, economic crisis, employment and the vulnerability of the spread of terrorism and radicalism. All strategic issues, both global, regional, national and local, must be considered and considered as input in the preparation of the Riau Islands Police Criminal Investigation Directorate Work Plan for the 2023 Fiscal Year. Which work plan will later become a reference in planning monthly, quarterly activities and semester activity plans.

Leadership style is a form of behavior that can be made to integrate goals with individual goals, so leadership style is a person's behavioral norm that is used to influence others according to their wishes. An effective leader must be responsive to change, able to analyze the strengths and weaknesses of his human resources so as to maximize organizational performance and solve problems appropriately. An effective leader is able to influence his followers to have greater optimism. The leadership at the Directorate of General Criminal Investigation of the Riau Islands Police always relies on the formal authority he has so that power becomes a strength in moving subordinates at the Directorate of General Criminal Investigation of the Riau Islands Police.

Personnel competence is the ability of a person to carry out obligations responsibly and properly. Competence is defined as the underlying characteristics of a person and is related to the

effectiveness of individual performance in their work in carrying out their obligations can be accounted for properly. In order to achieve good governance conditions both at the central and regional levels, professional and responsible human resources are needed. In order to achieve a sustainable "competitive advantage", the focus of human resource strategies must be adjusted immediately. The achievement of an organization cannot be separated from the achievement of each individual involved in it which has a direct impact on job satisfaction. Development of mastery of knowledge or competency test capabilities, so that the quality of Personnel can continue to be improved. From the results of the answers to these questions, it is expected that organizational leaders can create appropriate programs to improve personnel performance because improving personnel performance is a good hope for organizational unit leaders such as the Ditreskrim Polda Kepri as the only Institution or Government Agency that has a very important and strategic position or role in carrying out the role of government for the recovery of a safe, peaceful and just national economy, it is very important to know whether Leadership Style, Work Motivation, Discipline and Competence affect the performance of their employees because personnel are the main factor that is very important for achieving organizational success.

METHODOLOGY (Material and Method)

Type and Design of Research

This study uses qualitative data using quantitative methods. Quantitative data uses research instruments to collect and analyze data to test hypotheses about a population or sample (Sugiyono, 2022).

Population and Sample

The data used are secondary data such as scientific articles and reports at the Riau Islands Police.

Analysis Technique

Data analysis techniques are taken from secondary data collection from records, questionnaire reports filled out by research samples related to HRD of the Riau Islands Police Chief.

Table 1. Validity Tests X1, X2, X3, X4, X5 and Y

	Scale Mean if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Leadership Style (X1)	225,0947	,970	,977	,936
Work Motivation (X2)	266,5263	,966	,973	,957
Work Discipline (X3)	266,7158	,959	,954	,947
Competence (X4)	226,2105	,972	,978	,967
Work Environment (X5)	265,9368	,958	,955	,948
Personnel Performance (Y)	261,9368	,983	,976	,944

Source: Research Results, 2024

Based on the test result data in Table 1 which has been processed using the SPSS program, it can be seen in the Corrected Item-Total Correlation column that all the questions from each research variable are valid, because the corrected item total correlation value shows a figure ≥ 0.67 so that the questionnaire is declared valid and the questionnaire is suitable for use as a measure of each variable.

Table 2. Results of Reliability Testing of Variables X1, X2, X3, X4, X5 and Y

	Scale Mean if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Leadership Style (X1)	225,0947	,970	,977	,936
Work Motivation (X2)	266,5263	,966	,973	,957
Work Discipline (X3)	266,7158	,959	,954	,947
Competence (X4)	226,2105	,972	,978	,967
Work Environment (X5)	266,5364	,967	,974	,958
Personnel Performance (Y)	261,9368	,983	,976	,944

Source: Research Results, 2024

In Table 2, the output results show the reliability value of the leadership style variable instrument of 0.936 from questionnaire item 19, the work motivation variable of 0.957 from questionnaire item 10, the work discipline variable of 0.947 from questionnaire item 10, the competency variable of 0.967 from questionnaire item 19, the work environment variable of 0.958 from questionnaire item 7 and the personnel performance variable of 0.944 from questionnaire item 10. From all alpha values, the r count value $>$ r table 0.7 can be seen, so it is concluded that the five variable instruments are reliable, consistent and can be trusted (reliable) so that they can be used in this study. Multiple Linearity Regression Analysis

In this case, multiple regression analysis is used to measure the influence of leadership style (X1), work motivation (X2), work discipline (X3), competence (X4), work environment (X5) on personnel performance (Y) partially, which is processed using the SPSS program, so that the results obtained can be seen in Table 21.

Table 3. t-test

Source: Research Results, 2024

Model	Unstandardize d Coefficients		Standardize d Coefficients			
	B	Std. Error	Beta	t	Sig.	
1						
	(Constant)	,207	1,128		,184	,855
	Leadership Style (X1)	,140	,069	,212	2,023	,046
	Work Motivation (X2)	,397	,118	,318	3,362	,001
	Work Discipline (X3)	,219	,074	,216	2,948	,004
	Competence (X4)	,343	,042	,685	8,088	,000
	Work Environment (X5)	,142	,068	,211	2,021	,044

1) That the leadership style variable (X1) has a value of t_{Hitung} (2.023) $>$ t_{Tabel} (1.661) and the level of significance (0.046) is less than 0.05. Thus H_0 is rejected and H_a is accepted. This means that the leadership style variable (X1) has a positive and significant effect on the performance variable (Y).

2) In the work motivation variable (X2) the value of t_{Hitung} (3.362) $>$ bel (1.661) and the level of significance (0.01) is less than 0.05. Thus H_0 is rejected and H_a is accepted. This means that there is a positive and significant influence of the work motivation variable (X2) on the

personnel performance variable (Y).

3) In the work discipline variable (X3) the value of t_{Hitung} (2.948) > bel (1.661) and the significance level (0.04) is less than 0.05. Thus H_0 is rejected and H_a is accepted. This means that the work discipline variable (X3) has a positive and significant influence on the personnel performance variable (Y).

4) In the competency variable (X4) the value of t_{Hitung} (8.088) > bel (1.661) and the significance level (0.000) is less than 0.05. Thus H_0 is rejected and H_a is accepted. This means that there is a positive and significant influence of the competency variable (X4) on the personnel performance variable (Y).

5) In the work environment variable (X5) the value of t_{Hitung} (2.022) > bel (1.662) and the significance level (0.000) is less than 0.05. Thus, H_0 is rejected and H_a is accepted. This means that there is a positive and significant influence of the work environment variable (X5) on the personnel performance variable (Y).

Partial Test

Table 4 Partial Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3480,430	4	870,107	109,558	.000 ^b
Residual	86,096	90	,957		
Total	3566,526	94			

Source: Research Results, 2024

The results of the study showed that t_{ung} was 109.558 with a significant value of F count of 0.000 lower than 0.05 while the value of FTa at a 95% confidence level ($\alpha = 0.05$) was 3.94. Which means that leadership style (X1), work motivation (X2), work discipline (X3), competence (X4), work environment (X5) together have a significant effect on performance because (Y), because $F_{Hitung} > F_{Tabel}$ then H_0 is rejected and H_a is accepted.

Determination Test

Table. 5. **R²** Test

Model	R	R Square	Adjusted R Square
1	.988 ^a	.976	.975

Source: Data processed using SPSS, 2024

In Table 5, it can be seen that R^2 is 0.976, which means that the independent variables (leadership style, work motivation, work discipline, competence and work environment) are able to explain the dependent variable (personnel performance) by 97.6%, while the remaining 2.4% is explained by other variables not included in this study.

The adjusted R^2 value of 0.975 means that the variation of the independent variables (leadership style, work motivation, work discipline, competence and work environment) is able to explain the dependent variable (performance) by 97.5% while the remaining 2.5% is explained by other variables not included in this study. Because the variables used in this study are more than two, it would be more appropriate to use adjusted R^2 .

RESULTS AND DISCUSSION

1. The influence of leadership style on the performance of personnel at the Ditreskrimum Polda Kepri. Based on the description of the analysis that the magnitude of the significance between the leadership style variable (X1) on personnel performance (Y) calculated by the significance test that the leadership style variable (X1) value $t_{Hitung} (2.023) > t_{Tabel} (1.661)$ and the level of significance (0.046) is less than 0.05. This means that the leadership style variable (X1) has a positive and significant effect on the personnel performance variable (Y). Leadership style in this case the leader must provide direction so that the work enthusiasm of the personnel increases so that the increase in performance is achieved and the organizational goals at the Ditreskrimum Polda Kepri are also achieved. The results of the analysis of respondent responses also strengthen the results of the analysis above, in the leadership style variable at the Ditreskrimum Polda Kepri, superiors always give clear orders, office activities are always determined by superiors, superiors always tell subordinates how to do a job, there is a harmonious relationship between superiors and subordinates, superiors always apply rules to control subordinates. The results of this study are in line with research conducted by Utami (2017) which shows that there is a positive and significant influence of the leadership style given to the performance of members of the Lendah Police. The results of the study above are also supported by research conducted by Ledy (2021) which states that partially leadership and Competence have a positive and significant effect on Employee Performance at the Ditreskrimsus Polda Bali. So it can be interpreted that the better the leadership, the better the employee performance, but conversely if the leadership is bad, performance will decrease.

2. The influence of work motivation on the performance of Ditreskrim Polda Kepri personnel. Based on the description of the analysis that the magnitude of the influence between the work motivation variable (X_2) on employee performance (Y) calculated by the significance test found that in the work motivation variable (X_2) the value of t_{Hitung} (3.362) $>$ bel (1.661) and the level of significance (0.01) is less than 0.05 . This means that there is a positive and significant influence of the work motivation variable (X_2) on the personnel performance variable (Y). In carrying out their obligations, Ditreskrim personnel must have quality, highly skilled and professional human resources in order to carry out their obligations properly. In their activities, each Ditreskrim personnel has good motivation in carrying out their duties so that motivation becomes a driving force that affects performance. The results of the study above are in accordance with Harlie's opinion (2013) that work motivation has a positive effect on performance. Motivation is a desire that drives someone to carry out a series of activities that influence the achievement of certain goals, where these goals, if successful, will satisfy or fulfill these needs. This means that motivation can encourage personnel of the Criminal Investigation Directorate of the Riau Islands Police to work to achieve goals. The results of this study are consistent with Maula (2021) who stated that motivation has a direct positive and significant effect on performance, so that if work motivation improves, the level of employee performance will increase.
3. The influence of work discipline variables on the performance of personnel at the Criminal Investigation Directorate of the Riau Islands Police. Based on the description of the analysis, it shows that the magnitude of the influence between the work discipline variable (X_3) on personnel performance (Y) which is calculated by the significance test on the motivation variable (X_3) the value of t_{Hitung} (2.948) $>$ bel (1.661) and the level of significance (0.04) is less than 0.05 . This means that there is a positive and significant effect of the work discipline variable (X_3) on the personnel performance variable (Y). The results of this study are supported by Rosalina's research (2020) which found that partially the work discipline variable has an effect on increasing personnel performance. At the Criminal Investigation Directorate of the Riau Islands Police, the Leadership supervises, enforces regulations and gives strict sanctions to personnel, so that personnel can be more disciplined, diligent and effective in using their working time to do their jobs. In addition, the institution also pays attention to conducive work environment factors. The leadership of the Criminal Investigation Directorate of the Riau Islands Police takes firm action, especially against personnel who are often undisciplined or do not come to work on time. A high level of

discipline and a good work environment will directly affect the improvement of personnel performance.

4. The influence of competency variables on the performance of personnel at the Criminal Investigation Directorate of the Riau Islands Police. Based on the description of the analysis, the magnitude of the influence between the competency variable (X4) on personnel performance (Y) calculated using the significance test found that in the work training variable (X4) the value of t_{Hitung} (8.088) > bel (1.661) and the level of significance (0.000) is less than 0.05. This means that there is a positive and significant influence of the competency variable (X4) on the employee performance variable (Y). This study is in line with the results of previous studies, including research conducted by Nabila (2018) which states that competence has a positive and significant influence on personnel performance. Competence is the variable that has the greatest influence, namely 0.808 or 80.8% on personnel performance. The Ditreskrimum Polda Kepri institution must routinely provide training to all employees in accordance with police procedures and regulations so that personnel can complete tasks quickly and accurately, and always be consistent in providing time for personnel to complete tasks in order to achieve the work results targets that have been set, effectively and efficiently. This means that the more competence increases, the more personnel performance will increase.
5. The influence of work environment variables on the performance of Ditreskrimum Polda Kepri personnel. Based on the description of the analysis that the magnitude of the influence between the work environment variable (X5) on personnel performance (Y) calculated by the significance test found that in the work environment variable (X5) the value of t_{Hitung} (2.022) > bel (1.662) and the significance level (0.000) is less than 0.05. This means that there is a positive and significant influence of the work environment variable (X5) on the performance variable (Y). This study is in line with the results of previous studies, including research conducted by Wibisono and Mariana (2023) which stated that the work environment has a positive and significant influence on the performance of police officers at the West Java Provincial Police Office.
6. The joint influence between the variables of leadership style, work discipline, work motivation and competence together on the performance of personnel at the Ditreskrimum Polda Kepri. The joint influence between the variables of leadership style (X1), work motivation (X2), work discipline (X3), competence (X4) and work environment (X5) on

personnel performance (Y) obtained the correlation coefficient value is Adjusted value R^2 of 0.975 or $R_{x_1x_2x_3x_4y} = 0.975$ (the value of $R = 0.975$ is obtained from the Model Summary table, the second column R from the results of data processing with the SPSS program), then it has an influence of variables $X_1X_2X_3X_4$ together on performance of 97.5%. While the F test to see its significance found that $F_{count} > F_{table}$, or $109.4558 > 3.94$, then significant. The results of this F-test indicate that there is a significant correlation in the independent variable X to the dependent variable Y, which means that there is a positive and significant contribution between leadership style, work motivation, work discipline, competence and work environment together on the performance of personnel of the Ditreskrimum Polda Kepri.

CONCLUSION AND SUGGESTION

Based on the results of the research and discussion that have been described in the previous chapter, the following conclusions can be drawn:

1. Leadership style has a positive and significant effect on the performance of personnel of the Criminal Investigation Directorate of the Riau Islands Police.
2. Work motivation has a positive and significant effect on the performance of personnel of the Criminal Investigation Directorate of the Riau Islands Police.
3. Work discipline has a positive and significant effect on the performance of personnel of the Criminal Investigation Directorate of the Riau Islands Police.
4. Competence has a positive and significant effect on the performance of personnel of the Criminal Investigation Directorate of the Riau Islands Police.
5. Work environment has a positive and significant effect on the performance of personnel of the Criminal Investigation Directorate of the Riau Islands Police.
6. Leadership style, work motivation, work discipline, competence and work environment simultaneously have a positive and significant effect on the performance of personnel of the Criminal Investigation Directorate of the Riau Islands Police.

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